



Carnegie Foundation  
for the Advancement of Teaching

PROFESSIONAL LEARNING

# Professional Learning Opportunities

Networked Improvement Communities (NICs) integrate two powerful ways of organizing and executing improvement efforts—the improvement sciences and carefully structured networked communities—to address long-standing equity challenges in the performance of school systems. The Carnegie Foundation for the Advancement of Teaching offers professional learning and support opportunities for individuals, teams, and established NICs that will deepen their knowledge and practice of improvement science and provide supports for the design, initiation, launch, and maintenance of NICs. For more information about the offerings listed here, please visit our website at [www.carnegiefoundation.org/professional-learning](http://www.carnegiefoundation.org/professional-learning) or contact the professional learning opportunities team at [professionallearning@carnegiefoundation.org](mailto:professionallearning@carnegiefoundation.org).

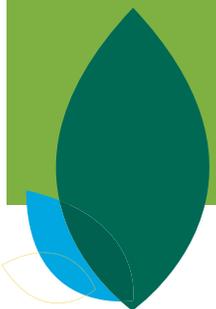
## For Individuals

**Introduction to Networked Improvement Basics<sup>SM</sup>** is a 12-week entry-level course that familiarizes individuals or teams with the key concepts, methodologies, tools, and processes involved in using improvement science in education. Participants build conceptual and practical understanding of applying improvement methods to real problems of practice through case-based simulation activities. Additional content is provided through video presentations, live webinars, collaborative team or individual assignments, moderated online discussions, and reflective writing.

**Structure:** Mediated online course with independent and collaborative team assignments and live participation components

**Audience:** Individuals or teams new to improvement science and who seek a foundational understanding of its purpose, processes, and tools

**Cost:** \$2,750 per person



## For Individuals (continued)

### **Improvement Science in Practice: Finding Solutions Through Iterative Testing<sup>SM</sup>**

is a two-month facilitated practicum for individuals and small teams seeking to deepen their practical knowledge of the improvement sciences by engaging in disciplined inquiry in their own context. Participants opt into one of several problem focus areas for hands-on, practiced-based learning about Plan-Do-Study-Act (PDSA) cycles that is supported by coaching from Carnegie instructors. Participants will be guided through the process of prototyping change ideas, as well as designing, executing, and monitoring tests of change. PDSA activities will focus on pursuing improvement in the participant's local context.

**Structure:** Two-day virtual workshop followed by live, interactive webinars and coaching sessions.  
**Audience:** Individuals and small teams who are or will be engaged in improvement work on the ground and have completed Introduction to Networked Improvement Basics<sup>SM</sup> or have similar experience

**Note:** *This offering is designed to support improvement science activities both within and outside of a networked improvement community.*

**Cost:** \$2,950 per person.

**Facilitating Improvement Teams<sup>SM</sup>** is an intermediate-level training for coordinators, facilitators, and supporters of teams engaged in improvement science that spans approximately three months. Participants will strengthen their foundational knowledge of improvement and testing and will “learn by doing” through hands-on activities in preparation for supporting others. In the second half of the course, participants will be guided by expert instructors in the facilitation of teams engaged in improvement projects in their local contexts.

Areas of focus in the course include:

- Improvement dispositions and practices
- Facilitating teams in improvement science to get results across diverse contexts
- Teaching and coaching the use of PDSAs
- Maintaining and supporting professional learning systems to enable social learning and the spread of improvement ideas in the NIC or other improvement efforts
- Effectively communicating the ideas of improvement science to others

To make the most of the coached practice, participants should plan to convene and lead a team during the final seven weeks of the course.

**Structure:** Independent online work, a two-day interactive virtual workshop, and live webinars and coaching sessions

**Audience:** Individuals with experience doing an improvement project and learning through PDSA cycles who are currently leading or preparing to lead improvement activities at a site or team level

**Note:** *This offering is designed to support improvement science activities both inside and outside of a networked improvement community.*

**Cost:** \$3,300 per person



## For Individuals (continued)

**Evidence for Improvement<sup>SM</sup>** introduces a framework for improvement leaders and their analytic partners that helps them learn about the types of evidentiary supports improvement networks need to be successful. As part of this framework, the course introduces a set of analytic approaches and tools for supporting improvement efforts and the work of network leaders as they develop and sustain a culture of learning across an organization or network. The approaches and tools focus improvement networks' efforts on:

- Developing the analytic capacities required to implement, test, and refine a theory of improvement
- Initiating and sustaining social learning within and across an organization or network
- Navigating the complexities of the environments in which they are working to scale improvement

**Structure:** Interactive virtual workshop delivered in three half-day sessions

**Audience:** Network leaders, analytic partners, and evaluation professionals who have a basic prior knowledge of improvement science or other continuous improvement methodology

**Cost:** \$995 per person

## For Teams

### **Networked Improvement Community Design Learning**

**Lab<sup>SM</sup>** is a seven-month program that supports both capacity building and programmatic planning and development for designing, initiating, chartering, and launching a NIC focused on a shared problem of practice. Attended by design leadership teams of 4–6 members, the Learning Lab provides a series of learning sessions in which participants develop the knowledge, skills, and dispositions to use and apply the tools and processes needed to initiate and launch their NIC. Participants learn the technical aspects of improvement methodology, hone network leadership skills, and develop learning systems to support a healthy and productive NIC. During the action periods between each learning session, members of the design leadership team advance the work of establishing a NIC in their home setting, with coaching support from Learning Lab faculty.

**Audience:** Teams of 4–6 individuals who are leading the formation of a NIC

**Cost:** Negotiated with the contracting organization based upon needs and context

**Improvement Reviews** are a formal, protocol-driven process in which senior improvement specialists review the activities and progress of a NIC, with particular attention given to the use of improvement methodologies and the health and effectiveness of the network as a social learning organization engaged in improvement science. Conducted periodically throughout the year (typically 2–3 times annually), improvement reviews provide a “critical friendship” that can maximize improvement learning and the achievement of aims by a NIC.

**Audience:** Teams who are leading networked improvement communities

**Dates:** To be scheduled at the request of contracting organization

**Cost:** TBD

